OCCUPATIONS

The Vocational Guidance Journal

[Vocational guidance is the process of assisting the individual to choose an occupation, prepare for, enter upon, and progress in it.]

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Guidance for the Withdrawing College Student

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THE STUDENT who withdraws from college has tasted defeat. No matter how he may rationalize his predicament he is confronted with questioning faces at home. Even more serious are his own growing uncertainties about his ability and the insidious suspicions that creep into his mind and soon cripple his total behavior. If the college were to assume responsibility for redirecting the disoriented student, it would make a large contribution to the individual and to the society in which he might otherwise flounder for months or years.

While the unsuccessful student has been a problem as long as there have been colleges, he has increased in number and his problem in intensity since the G.I. Bill of Rights made the student body more heterogeneous than ever.

This became apparent at Mohawk College,[1] Utica, New York, one of the three branches of the Associated Colleges of Upper New York, almost immediately after registration week in October, 1946. Students suddenly received word of aged fathers who needed their help in the family business, or of widowed mothers who could not endure life without their presence! A short interview revealed frustration due to incapacity for college work, or inadequate preparation, or too long disuse of basic tools, or lack of interest in the academic work of the curriculum, or disinterest in the occupational objectives associated with the curriculum, or a combination of two or more of these.

Within a few weeks the following policy was evolved: Mohawk College is responsible for the welfare of all its students including those who withdraw; its favorable influence should extend to those who leave prematurely as well as to those who remain. When a student withdraws he should have a clearly defined educational and/or occupational objective. He should leave not because of failure but because a more desirable course of action has been discovered.

AIDING THE DROP-OUT

With the approval of the Dean of Faculty, and the Dean of Students who in large measure was responsible for the policy, the Guidance Center proceeded to employ various psychological techniques to execute it. Every student who reported to the Dean of Students for the purpose of leaving Mohawk was referred to the Guidance Center. It was the objective of the ensuing interview with the student that he understand that:

1. The college was not interested simply in holding students irrespective of their ability.
2. It was comparatively unimportant whether a student deceived others about his reason for leaving; but very important that he did not deceive himself.
3. Unless he discovered now, before he left Mohawk, the reason for his failure, it was probable that the same consequence would befall him. (Many withdrawees contemplated a year or semester of work and then a return to college in the same course.)
4. The college was prepared to help him discover the reason for his difficulties, whether a reading deficiency, a deficit in abstract intelligence, or an interest unre-

[1] Enrollment in first quarter, 1,300; student veterans, 1,150. Both figures are approximate.

lated to the program he was pursuing at Mohawk.

5. He could then leave with a specific, well-defined objective, a guarantee for the future, instead of a cause for despair.

The students have remained long enough at least to search for basic causes. Some, like the one who was in the Pre-engineering curriculum because "engineering sounded nice," lacked the necessary grounding in mathematics and science and were found in a few cases to possess ability for and interest in Liberal Arts or Business Administration. They were then redirected. In other instances students had no objectives at which to aim. Adolescent or even childhood ambitions were exploded under the pressure of contact with the tool subjects of the occupation that had once been so attractive to them. They too needed redirection, new motivation.

Some students lacked the mental ability for success in an institution of higher learning. Each of these was aided in discovering an objective within his reach, and a few of them selected, even before they left Mohawk, the technical or business schools near their homes where they would apply for admission. A number of the most discouraged students were emotionally maladjusted; frequently they had a neuropsychiatric history in the Service. When they could be prevailed upon to remain at Mohawk, on the ground that the symptoms would recur in almost any environment, they began a program of psychotherapy.

The techniques and resources used are: battery of tests, counseling, study skills class, library of occupational information, high school transcripts and previous testing results, reports from instructors, Veterans Administration and other community agencies. None of the techniques are new or original: they are simply old devices used in administering a new policy. What is significant is the philosophy that makes the college responsible for aiding the student find the wisest educational and occupational destination even if the college is no longer a stopover on the road to that goal. If Mohawk's experience is typical, the alma mater will be amply repaid by the gratitude of its sons of only short duration.

As high school teacher, counselor in a community center, the NYA, and USES, and as a labor market analyst for the U. S. Department of Labor, Mr. Schwebel had varied experience. He also served on the faculty of the U. S. Army University, Biarritz, France.

Evaluation of Employment Agencies

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THE LITERATURE of personnel management and industrial relations contains descriptions of the functions of public and private employment agencies but little or no information is given concerning the effectiveness of these agencies. Scott, Clothier, Mathewson, and Spriegel,[1] in discussing the sources of labor supply, devote about one page to the subject. They state, "It is gratifying to note the marked improvement in the quality of the work performed by the public employment service during the past few years." With reference to the private employment services, they state, "Private agencies, owing to certain practices bordering on exploitation, have not been looked upon in a favorable light by many social scientists." These represent value judgments but it is noteworthy that no evidence is cited nor is there any reference to sources of evaluative evidence.

Yoder,[2] discussing the same topic, devotes four pages to the subject of public and private employment agencies. The following are typical statements concerning private agencies: "Private, fee-charging agencies have received much criticism in recent years, chiefly because some such agencies have resorted to definitely unethical, racketeering practices." . . . "Not all private agencies have resorted to such objectionable practices." . . . "There are many excellent private employment agencies that do a good job of finding potential employees." After describing the development of public employment services from the early 1920's to 1942, Yoder notes a changing, more favorable attitude toward such services. He accounts for this change as being due chiefly to the "fact that public offices, efficiently manned and non-politically managed, making use of up-to-date interviewing techniques and selective devices, have been able to provide a really effective service." Here again we find value judgments without supporting evidence or citation of the existence of such evidence.

Without laboring the point, it would appear that ways and means of evaluating the effectiveness of public and private agencies have not yet been a subject of vigorous research. A beginning was made, primarily for illustrative purposes, by the present authors in 1946.[3] The present paper is designed to point out additional methods of attacking this problem. It is to be hoped that personnel workers in widely separated sections of the country will conduct and publish similar studies to the end that students of the subject will soon have abundant evidence upon which value judgments may be based.[4]

Evaluation of Public Employment Service for Clerical Workers

It is obvious that the success of a Public Employment Service placing commercial workers must depend upon securing an adequate coverage of qualified clerical job-seekers, a substantial proportion of employer orders, and a genuine acceptance of the effectiveness of the service by both applicants and employers.

As the Public Employment Service establishes itself in a community, additional evidences of its effectiveness should be forthcoming. The number of private employment agencies might be expected to diminish. The proportion of clerical workers hired through direct application to company employment departments might also be expected

[1] Scott, W. D., Clothier, R. C., Mathewson, S. B., and Spriegel, W. R., *Personnel Management*. New York: McGraw-Hill Book Company, Inc., 3rd Edition, 1941. Pp. 67–68.

[2] Yoder, D., *Personnel Management and Industrial Relations*. New York: Prentice-Hall, Inc., 2nd Edition, 1942. Pp. 136–140.

[3] Kriedt, P. H., and Paterson, D. G., "Reception of Clerical Job-seekers," *Personnel Journal*, 1947, 25: 236–241.

[4] The fact that the Public Employment Services were returned to state control, November, 1946, makes it especially important that studies of this type should be conducted in different states.

to diminish. Finally, the attitudes of clerical workers in the labor market should become increasingly favorable toward the public employment service as providing an excellent opportunity for securing work.

Statistics made available by Public Employment Service reports usually indicate no dearth of applicants, and figures concerning placements usually show marked activity. But these reports are difficult to follow because a running account of applicants classified according to type of work is ordinarily not supplied.

A study in any community of local newspaper classified advertisements for workers and of advertisements for jobs is one way of ascertaining the extent to which the local Public Employment Service is meeting local needs. The greater the number of both types of advertisements, the less successful is the Public Employment Office in meeting local labor market needs.

A study in any community of the number of private employment agencies licensed or listed from year to year in the classified yellow pages of the local telephone directory is another way of determining whether or not the local Public Employment Service is preempting the field. Data on this point for three cities in Minnesota are given in Table I. It is apparent that there was a striking decrease in all three cities from 1928 to 1932, presumably due to the depression. The numbers remained fairly constant from 1933 to 1940. Beginning in 1940 through 1945 there was a perceptible increase coinciding with expanding employment due to defense work. A distinct jump is noted in the first post-war year, *i.e.*, July 1, 1945, to July 1, 1946, in City B, a slight increase in City C, but with no increase in City A. The development of a full-fledged Commercial and Professional Division of USES was inaugurated in all three cities in 1932 and has been maintained since that date in all three cities, yet this new service has apparently not affected the number of licensed private employment agencies in these cities. One must conclude that USES has not driven private employment agencies out of business, although one might argue that many more such agencies would have reappeared had it not been for USES.

A survey of 284 recently employed clerical workers[5] in twenty large companies in City A, conducted in May, 1946, revealed that the local office of USES was making very little

Table I

Number of Private Employment Agencies in Three Cities Licensed by the State of Minnesota Since 1928*

Year	Number of Licensed Private Employment Agencies City A	City B	City C
1928–29	46	10	12
1929–30	41	12	10
1930–31	30	10	8
1931–32	24	7	4
1932–33	19	5	3
1933–34	14	5	2
1934–35	14	5	3
1935–36	14	5	3
1936–37	15	6	3
1937–38	16	5	2
1938–39	16	6	1
1939–40	17	6	2
1940–41	23	11	3
1941–42	23	11	3
1942–43	22	7	3
1943–44	22	7	4
1944–45	21	7	5
1945–46	21	16	7

* Record for each year is from July 1 to July 1.

Table II

Source of Employment Reported by 284 Recently Employed Clerical Workers in City A*

Source of Employment	Number	Per Cent
Public Employment Office	20	7.0
Private Employment Agency	51	18.0
Company Employment Department	213	75.0
Total	284	100.0

* Returns were secured from 284 clerical workers in 20 firms during May, 1946. All had been hired within the preceding six months.

[5] Hired within the preceding six months.

contribution to the placement of these workers in this city. The facts are shown in TABLE II.

These facts are in striking contrast to the job-seeking experience of these 284 clerical workers. A total of 165 or 58 per cent had applied at the local USES for work; 151 or 53 per cent had applied at a private agency; and 264 or 93 per cent had applied at a company employment department.

Another method of evaluation is to ascertain the attitudes or opinions of clerical workers with respect to the relative merits of the public employment office and the private employment agency as a source of jobs. The results of this type of approach are presented in TABLE III.

It is apparent that a larger proportion of all groups except those employed in a public relief department in 1941 believe that the private employment agency offers a better opportunity for securing work than does the local office of USES. The relatively large percentage expressing "no opinion" probably reflects the fact that considerable numbers recognize that they are not in a position to express an opinion because they have not utilized both types of agency. The results for Group 3 must be heavily discounted because this group contained such a large proportion of applicants polled at private agencies. In Group 5, composed *only* of those who had applied at both types of agencies, the proportion of "no opinion" answers drops to 11 per cent. And it is in this group that we have the most clear-cut and unambiguous results, two-thirds favoring the private agency and only one-fourth favoring the public agency.

TABLE III

TABULATION OF ANSWERS OF SEVERAL GROUPS OF EMPLOYED CLERICAL WORKERS CONCERNING THE RELATIVE MERITS OF THE PUBLIC EMPLOYMENT OFFICE AND PRIVATE EMPLOYMENT AGENCIES AS A SOURCE OF WORK

Question: In your opinion, which offers the better opportunity for getting work, the private employment agency or the public employment office?

			Percentage Favoring Each Type of Agency		
Date of Poll	*Group Polled*	*No. of Cases*	*Public*	*Private*	*No Opinion*
1. August, 1941	Female clerical workers in public relief dept. City B*	117	40	27	33
2. March, 1942	Clerical workers, mostly women in 4 different types of firms. City B*	102	20	48	32
3. March, 1946	Clerical applicants at USES office (N-42) and at 3 private employment agencies (N-134). City A†	176	5	70	25
4. May, 1946	Clerical workers, mostly women, in 20 firms. City A‡	275	18	49	33
5. May, 1946	Clerical workers, mostly women, in 20 firms, City A, who had applied at both types of office‡	102	23	66	11

* Data taken from: Survey of Attitudes of Seven Occupational Groups, Employment Stabilization Research Institute, University of Minnesota, April 15, 1942.

† Data secured by members of advanced class in Occupational and Vocational Psychology, University of Minnesota in March, 1946.

‡ Data secured from a poll of recently employed clerical workers (within preceding six months) by the authors.

TABLE IV

TABULATION OF ANSWERS OF RECENTLY EMPLOYED CLERICAL WORKERS* CONCERNING THE RELATIVE MERITS OF THE PUBLIC EMPLOYMENT OFFICE AND PRIVATE EMPLOYMENT AGENCIES CLASSIFIED ACCORDING TO SOURCE OF PRESENT JOB

Question: In your opinion, which offers the better opportunity for getting work, the private employment agency or the public employment agency?

		Percentage Favoring Each Type of Agency		
Source of Present Job	*No. of Cases*	*Public*	*Private*	*No Opinion*
Public Employment Office	12	50	33	17
Private Employment Agency	30	10	90	0
Company Employment Dept.	60	30	72	18
Total	102	23	66	11

* All these workers had applied at both the public employment office and at private employment agencies as well as at company employment departments.

A further analysis of the May, 1946, results for clerical workers who had been to both types of agency shows that, where these workers are classified according to the *source* of their present job, those most favorable toward the Public Employment Office are the ones who secured their present jobs through that office. (See TABLE IV). Even so, only about half of these favor the public employment office. In contrast, 90 per cent of those who secured their jobs through a private employment agency believed the private agency offers the better opportunity. In spite of the small numbers involved in the results presented in TABLE IV, the shifts in the percentages appear to be logical. The evidence becomes clear that these clerical workers in Cities A and B tend to believe that private employment agencies offer a better opportunity than does the local USES.

The results presented in this paper should, of course, be verified by similar surveys conducted in other cities throughout the country. Should similar results be obtained, the evidence would constitute a sharp challenge to those responsible for supporting and operating governmental employment services. Means must be found for convincing employers that a public employment service is an agency to which they can turn in securing properly qualified applicants. To do this requires that Public Employment Service personnel do a better job of selling their services to applicants and their applicants to employers than the private employment agencies are now doing. Increased attention must be given to the evaluation, through clinical studies, of the occupational competence of applicants. Applicants themselves must be made to feel that the Public Employment Service is genuinely interested in them as individuals and will do everything possible to enable each one to be classified correctly occupationally and to follow through until each is properly placed in a job for which he is well fitted.

The present study is definitely limited in its scope and in its significance. It cites data for only three cities and it samples opinions of clerical workers only. Nevertheless, the methods of evaluation illustrated in this report provide a pattern that should be widely applied in order that we may come to grips with a vital problem confronting personnel workers everywhere.

Comments on Evaluation of Employment Agencies

CLARE L. LEWIS AND MARGUERITE COLEMAN
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In reading the report of the study, a number of considerations occur to one familiar with the public employment service and the problems involved in selling such a service in the community.

The first is that an evaluation of any employment agency should include an examina-

tion of the number of jobs the agency fills successfully in relation to the number of such jobs that were available in the community. For example, if one is evaluating the public employment agency in respect to its service to commercial job seekers and employers seeking commercial workers, it would seem that the most direct and perhaps objective approach would be to ascertain, at least roughly, how many commercial openings existed in the given community during the given period and to compare with this figure the number of such jobs that were filled by the agency.

The second is that employer evaluation of the service the agency renders is of equal importance with applicant evaluation. How many employers use the public employment service; what kinds of openings do they place with it; what do they think was good or bad with the service they got on their orders?

Third, the public employment service must be evaluated in terms of its own objectives and functions. It should be remembered that in any comparison of private placement agencies with the public employment agency the applicants registered by the private agency are a selected group. Such agencies usually register only those they feel it possible to place. The public agency, on the other hand, supported as it is by public funds, has a definite responsibility to the community to register and place not only those who are easily placeable but those less placeable as well. In other words, by the very nature of things, it has a definite social obligation to attempt to place many applicants the private agencies would never even accept for registration.

Finally, while it is true that in communities where a first class public employment service has been developed the result tends to be a diminution in the number of private employment agencies, such a diminution can also be concomitant with a very poor public employment service. For example, during the 1930's, because of a general shortage of jobs, many private agencies in all kinds of communities were forced to close their doors because of lack of income with no regard to the effectiveness or efficiency of the public employment facilities available. One would hesitate, too, perhaps to say that the public employment service had failed even if private agencies do exist in considerable numbers. There is still some question as to whether the private agency does not definitely have a function in the scheme of things, for some types of workers at least, for a long time to come. Human nature being what it is, there are many applicants who will always think a service is better if they pay for it. An analogous situation might be cited. Every city of any size has a number of private schools, yet we do not say that the public school system has failed because the private schools exist. Such schools merely meet a different kind of need.

Occupational Monographs Available Through the Federal Government

WALTER J. GREENLEAF

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If the correspondence received in the Office of Education is a gage of the demand for occupational information for use in schools, vocational guidance services are developing at a rapid pace. With the wealth of occupational materials published by both private and governmental agencies often at small cost, there seems to be no good reason why every school, large or small, cannot provide an occupational file of materials for student use.

Scores of publishers, professional and trade organizations, industries, corporations, and private groups are producing booklets and books in special fields of work. Although some of these publications are of a recruiting nature, most of them are straight-forward descriptions and explanations of occupations that young people consider entering after a period of training.

Gertrude Forrester, in her recent book *Occupations: A Selected List of Pamphlets* (Wilson Co., N.Y.C., 1946), has shown how to obtain pamphlets covering wide fields of work. More than 200 publishers issue such pamphlets, and the list is an excellent one for counselors who try to keep in touch with occupational literature.

Most counselors are not familiar with the body of occupational materials that may be obtained from a single source in the Federal Government—The Government Printing Office. For that reason the following summary has been made accenting, not the issuing agency, but rather the occupational field. Only nine issuing agencies publish *occupational* monographs (Agri.; BLS; Civil; Commerce; Educ.; Roster; USES; WD; Women's—see list of abbreviations), and such monographs are seldom free. The publications listed below, however, may all be obtained by purchase at the prices indicated. Send the purchase price to: Superintendent of Documents, Government Printing Office, Washington 25, D. C. Those who order should take care to give all of the information furnished below (1) issuing agency, (2) title, (3) bulletin number, and (4) price. Postage stamps are not acceptable as payment. Payment must be made in advance by one of the following ways: (1) Coupons purchased from the Superintendent of Documents at the rate of 20 for $1.00; (2) personal check; (3) money order to the Superintendent of Documents; or (4) currency mailed at the sender's own risk.

Government Publications

More than 200 occupational monographs varying in price from 5 to 55 cents are available: (*see* opposite page.)

Key to Abbreviations

Agri.....Department of Agriculture.
BLS.....Department of Labor, Bureau of Labor Statistics.
Civil.....Civil Service Commission.
Commerce...Dept. of Commerce, Bureau of Foreign and Domestic Commerce issues "Industrial (Small Business) Series," 1945–1946.
Educ.....Federal Security Agency, Office of Education; Guidance Leaflet Series.
Roster.....Dept. of Labor, National Roster of Scientific and Specialized Personnel.
USES.....Dept. of Labor, U. S. Employment Service. The "Industry Series" includes basic statements describing the industries; for information write to USES. Current supplements are issued monthly at $1.50 a year.
WD.....War Department issues "Occupational Briefs" entitled "The Job of...."; size 4 x 5 inches; 14 pp., 1945–1946.
Women's....Dept. of Labor, Women's Bureau issues a series "Outlook for Women in Occupations in the Medical Services."

Government Publications

Accountant, The Job of...WD No. 1. 5 cents.
Advertising Man, The Job of...WD No. 2. 5 cents.
Agricultural and Biological Scientists...WD No. 3 5 cents.
Agronomy and Soil Science...Roster, 1945; 10 pp. 5 cents.
Air Transportation (Industry)...USES 43-1.
Airplane Pilot, The Job of...WD No. 69. 5 cents.
Airplane Mechanic, The Job of...WD No. 79. 5 cents
Aluminum and Magnesium (Industry)...USES, 35-1.
Animal Dairy and Poultry Husbandmen and Technologists...WD No. 4. 5 cents.
Animal, Dairy and Poultry Husbandry...Roster, 1945; 18 pp. 10 cents.
Apparel Store, Establishing and Operating a...Commerce 32, 1946; 269 pp. 40 cents.
Architect: The Job of Architect...WD No. 5. 5 cents.
Guidance Leaflet—Architecture...Educ., 1932. 5 cents.
Art: Commercial Artist...WD No. 91. 5 cents.
Guidance Leaflet—Art...Educ., 1932. 5 cents.
Automobile Mechanics, Employment Outlook for...BLS No. 842; 18 pp. 10 cents.
Automobile Repair Shop. Commerce No. 24, 1946; 141 pp. 35 cents.
Automobile Mechanic, The Job of...WD No. 80. 5 cents.
Automotive Sales and Services (Retail)...USES, 55-1.
Automatic Merchandising Business...Commerce No. 58; 1946. 15 cents.
Aviation, Employment Opportunities in...BLS No. 837-1, 1945. 10 cents.
Bakery, Retail...Commerce No. 29, 1946; 176 pp. 35 cents.
Bacteriology...Roster, 1945; 8 pp. 5 cents.
Bacteriologist, The Job of...WD No. 6. 5 cents.
Beauty Shop...Commerce No. 25, 1946; 135 pp. 30 cents.
Bookkeeper, The Job of...WD No. 81. 5 cents.
Botanist, Plant Pathologist and Plant Physiologist...WD No. 7. 5 cents.
Bricklayer, Construction...WD No. 70. 5 cents.
Building Contractor, Light Construction...WD No. 101. 5 cents.
Carpenter...WD No. 82. 5 cents.
Chemicals (Industry)...USES, 28-2.
Chemist...WD No. 8. 5 cents.
Chemistry as a Profession...Roster, 1946; 20 pp. 10 cents.
Chemistry—Guidance Leaflet No. 19...Educ., 1932; 5 cents.
Chemistry and Chemical Engineering...Roster, 1944; 103 pp. 30 cents.
Chemistry and Chemical Engineering, Factors Affecting Earnings in..BLS, 881, 1946. 10 cents
Clergyman: The Calling of the Catholic Clergyman...WD 39. 5 cents.
Protestant Clergyman...WD 40. 5 cents.
Confectionery-Tobacco Store...Commerce No. 48, 1946. 15 cents.
Construction (Industry)...USES, 15-1.
Dentistry, Guidance Leaflet No. 7...Educ., 1932. 5 cents.
Dental Hygienist...Women's, No. 203-10, 1945; 17 pp. 10 cents.
Dentist...WD No. 10. 5 cents.
Women Dentists...Women's No. 203-9, 1945; 21 pp. 10 cents.
Department Stores...USES, 53-1.
Diesel Mechanic...WD No. 71. 5 cents.
Diesel-Engine Mechanics, Employment Opportunities for BLS 813, 1945; 10 pp. 5 cents.
Dietitian...WD No. 11. 5 cents.
Draftsman...WD No. 83. 5 cents.
Dry Cleaning Business...Commerce No. 33, 1946; 210 pp. 35 cents.
Engineering: Aeronautical Engineer...WD 13. 5 cents.
Agricultural Engineer...Roster, 1944; 5 pp. 5 cents.
Automotive Engineer...WD No. 14. 5 cents.
Ceramic Technology and Engineering...Roster; 9 pp. 5 cents.
Chemical Engineering as a Profession...Roster, 1946; 21 pp. 10 cents.

Chemical Engineer...WD No. 15. 5 cents.
Civil Engineering...Educ., Guidance Leaflet No. 11, 1932. 5 cents.
Civil Engineering...Roster, 1945; 25 pp. 10 cents.
Civil Engineer...WD No. 16. 5 cents.
Electrical Engineer...WD No. 17. 5 cents.
Engineer-General Survey...WD No. 18. 5 cents.
Industrial Engineer...WD No. 19. 5 cents.
Industrial Engineering...Roster, 1945; 14 pp. 10 cents.
Mechanical Engineering...Educ., Guidance Leaflet No. 13, 1932. 5 cents.
Mechanical Engineer...WD No. 20. 5 cents.
Metallurgical Engineer...WD No. 21. 5 cents.
Mining Engineer...WD No. 22. 5 cents.

Economist...WD No. 12. 5 cents.
Electrical Appliance and Radio Shop...Commerce No. 26; 1946. 35 cents.
Entomology...Roster, 1945, 14 pp. 10 cents.
Farming: Berry Farmer...WD No. 54. 5 cents.
Corn-Hog-Cattle Farmer...WD No. 55. 5 cents.
Cotton Farmer...WD No. 56. 5 cents.
Dairy Farmer...WD No. 57 5 cents.
Farmer, General Survey...WD No. 58. 5 cents.
Fruit Farmer...WD No. 59. 5 cents.
General Farmer...WD No. 60. 5 cents.
Livestock Farmer...WD No. 61. 5 cents.
Matching Men and Farms...Educ. VD Bull. 229, 1944. 10 cents.
Part-Time Farmer...WD No. 63. 5 cents.
Pecan, Tung-nut, Walnut, Nut Farmer...WD No. 62. 5 cents.
Poultry Farmer...WD No. 64. 5 cents.
Shall I Be a Farmer? Agri. (AWI) 1944; 34 pp. 5 cents.
Specialty Farmer...WD No. 68. 5 cents.
Tobacco Farmer...WD No. 63. 5 cents.
Truck Farmer...WD No. 66. 5 cents.
Wheat Farmer...WD No. 67. 5 cents.

Feed and Farm Supply Store, Retail...Commerce No. 45, 1946; 38 pp. 15 cents.
Fireman (Fire Fighter)...WD No. 95. 5 cents.
Forestry: Careers in Forestry...Agr., Misc. 249. 10 cents.
Forestry-Guidance Leaflet No. 16...Educ., 1932. 5 cents.
Forester...WD No. 24. 5 cents.
Forestry...Roster, 1945; 11 pp. 5 cents.

Foundry Occupations, Employment in...BLS (In *Mo. Labor Review*, Dec., 1945).
Geologist...WD No. 25. 5 cents
Geology...Roster, 1945; 16 pp. 10 cents.
Geology as a Profession...Roster, 1946; 19 pp. 10 cents.
Geophysicist...WD No. 26. 5 cents.
Glass (Industry)...USES, 32-1.
Government: Federal Government Work for Young Men...Civil, No. 15; 1946. Free.
Federal Government...USES, 94-1.

Grocery Store...Commerce No. 21, 1946; 375 pp. 55 cents.
Hardware Store...Commerce No. 31, 1946. 35 cents.
Heating and Plumbing Business...Commerce No. 36, 1946; 139 pp. 30 cents.
Horticulture...Roster, 1945; 6 pp. 5 cents.
Horticulturist; Agronomist; and Soil Scientist...WD No. 27. 5 cents.
Hotel Manager...WD No. 85. 5 cents.
Insurance Agent, Casualty and Fire...WD No. 102. 5 cents.
Lawyer...WD No. 28. 5 cents.
Language—Foreign Language Specialist...WD No. 23. 5 cents.
Librarian...WD No. 29. 5 cents.
Librarianship...Educ. Guidance Leaflet No. 9, 1932. 5 cents.
Life Insurance Agent...WD No. 99. 5 cents.

Linotype Operator...WD No. 84. 5 cents.
Lumber: Logging Camps and Lumber Mills...USES, 24-1.
Machinist, All Around...WD No. 72. 5 cents.
Medical Laboratory Technician...Women's No. 203–4, 1945; 10 pp. 10 cents.
Medical Record Librarian...Women's No. 203–6, 1945; 9 pp. 10 cents.
Medical Technologist...WD No. 30. 5 cents.
Medicine...Educ., Guidance Leaflet No. 6, 1941. 10 cents.
Merchant Marine...USES, 44-1.
Metal Working Shop...Commerce No. 16, 1945; 202 pp. 35 cents.
Meteorologist...WD No. 31. 5 cents.
Mining—Bituminous Coal...USES, 12-1.
Motion Picture Theatres (Industry)...USES, 78-1.
Music...Educ., Guidance Leaflet No. 17, 1934. 5 cents
Musician...WD No. 32. 5 cents.
Nurse, Registered...WD No. 33. 5 cents.
Nurses, Practical; Hospital Attendants...Women's No. 203–5, 1945; 20 pp. 10 cents.
Nurses, Professional...Women's No. 203-3, 1945; 61 pp. (Exhausted.)
Occupational Therapist...Women's No. 203-2, 1945; 15 pp. 10 cents.
Occupational Therapy...WD Technical Manual 8-291, 1944; 80 pp. 15 cents.
Office Machine Operator...WD No. 92. 5 cents.
Offset Pressman...WD No. 73. 5 cents.
Optometrist...WD No. 34. 5 cents.
Optometry...Educ., Guidance Leaflet No. 22, 1934. 5 cents.
Osteopathic Physician...WD No. 105. 5 cents.
Osteopathy...Educ., Guidance Leaflet No. 23, 1936. 5 cents. (1947 edition free from American Osteopathic Assn., Chicago, Ill.)
Painter, Construction...WD No. 74. 5 cents.
Painter, Manufacturing...WD No. 75. 5 cents.
Painting and Decorating, Contracting Business. Commerce No. 27, 1946; 116 pp. 25 cents.
Personnel Worker...WD No. 35. 5 cents.
Petroleum Production and Refining...USES, 28-1.
Pharmacist...WD No. 36. 5 cents.
Pharmacy: Educ., Guidance Leaflet No. 14, 1939. 5 cents. (1947 edition from American Pharmaceutical Assn., Washington, D. C.)
Photographers, Commercial, Portrait, News and Aerial...WD No. 86 5 cents.
Physical Therapists...Women's No. 203-1, 1945; 14 pp. 10 cents.
Physician...WD No. 38. 5 cents. (Also see Medicine.)
Physicians' Assistant; Dental Assistant...Women's No. 203-11, 1945. 10 cents.
Physicians, Postwar Outlook for...BLS No. 863, 1946; 21 pp. 10 cents.
Physicians—Women...Women's No. 203-7, 1945; 28 pp. 10 cents.
Physicist..WD No. 39. 5 cents.
Plant Pathology...Roster, 1945; 7 pp. 5 cents.
Plastic Materials (Industry)...USES, 28-1.
Plastic Products...USES, 39-1.
Plumber, Construction...WD No. 76. 5 cents.
Postal Service...USES, 94-2.
Psychiatrist...WD No. 41. 5 cents.
Psychologist...WD No. 42. 5 cents.
Rabbi, The Calling of the...WD No. 43. 5 cents.
Radio and Radar Equipment (Industry)...USES, 36-1.
Radio Announcer...WD No. 87. 5 cents.
Radio Operator...WD No. 77. 5 cents.
Radio Repairman...WD No. 78. 5 cents.
Railroad Equipment (Industry)...USES, 34-1.
Railroads (Transportation Industry)...USES, 40-1.
Real Estate and Insurance Business...Commerce No. 26, 1946. 30 cents.
Reporter and Editor...WD No. 44. 5 cents.
Retail Feed and Farm Supply Store...Commerce No. 45, 1946. 15 cents.

Rubber: Rubber Tires and Tubes (Industry)...USES, 30–1.
Synthetic Rubber (Industry) USES, 28-3.
Salesman and Salesperson...WD No. 93. 5 cents.
Sawmill Business...Commerce No. 20, 1945; 154 pp. 35 cents.
Secretary; Stenographer...WD No. 89. 5 cents.
Service Station...Commerce No. 22, 1945; 198 pp. 35 cents.
Shoe Repair Business...Commerce No. 17, 1945; 190 pp. 35 cents.
Shoe Store, Retail...Commerce No. 34, 1946; 180 pp. 35 cents.
Shipping Clerk, Receiving Clerk, and Stock Clerk (Material handling) WD 90. 5 cents.
Slaughtering and Meat Packing (Industry)...USES, 20-1.
Social Worker...WD No. 45. 5 cents.
Sociologist...WD No. 46. 5 cents.
Stationary Engineer...WD No. 88. 5 cents.
Stationery and Office-Supply Store...Commerce No. 44, 1946; 30 pp. 10 cents.
Statistician...WD No. 47. 5 cents.
Steel: Basic Iron and Steel (Industry)...USES, 33-1.
Iron and Steel Foundries...USES, 32-3.
Steam Fitter...WD No. 94. 5 cents.
Street Railway and Motor Bus Transportation...USES, 41-1.
Surveyor...WD No. 96. 5 cents.
Teaching: High School Teacher...WD No. 48. 5 cents.
Physical Education Teacher...WD No. 37. 5 cents.
Vocational Teacher...WD No. 49. 5 cents.
Telegraph Operator...WD No. 106. 5 cents.
Textiles: Cotton (Industry)...USES, 22-1.
Woolen and Worsted (Indus.)...USES, 22-2.
Theatre Manager, Motion Picture...WD No. 97. 5 cents.
Tool and Die Maker...WD No. 103. 5 cents.
Traffic Manager...WD No. 98. 5 cents.
Trucking Business...Commerce No. 52. 20 cents.
Trucking (Industry)...USES, 42-1.
Variety and General Store...Commerce 35. 45 cents.
Veterinarian...WD No. 50. 5 cents.
Veterinary Medicine, Educ. Guidance Leaflet No. 18, 1940. 5 cents.
Vocational Counselor...WD No. 51. 5 cents.
Welder, Hand...WD No. 100. 5 cents.
Welders, Empl. Opportunity...BLS 844, 1945. 10 cents.
Woodworking Shop, Small...Commerce No. 47, 1946; 44 pp. 15 cents.
Writer...WD No. 52. 5 cents.
X-Ray Technicians...Women's 203–8. 10 cents.
Your Own Business...Commerce 19. 10 cents.
Zoologist, Parasitologist and Entomologist...WD No. 53. 5 cents.
Zoology and Parasitology...Roster, 1945; 14 pp. 10 cents.

The Roster Series

The Roster is republishing in seven pamphlets its old folder series of descriptions of professions. These folders (5 x 8 inches) were formerly printed on stiff yellow paper. The new 1947 pamphlet series includes:

1. Agricultural and Biological Sciences.
2. Engineering Sciences.
3. Medical Service Occupations.
4. Medical Professions.
5. Miscellaneous Professional Fields.
6. Physical Sciences.
7. Social Sciences.

Men at Work—Case Studies

Articles by Richard Thruelsen, published in the *Saturday Evening Post*

The Saturday Evening Post has been carrying a series of articles entitled "Men at Work." In these articles written by Richard Thruelsen and illustrated by colored photographs, a specific occupation is treated by the case method. Mr. Thruelsen and his cameraman followed a typical worker through his day's tasks, in many cases visiting the worker's home and describing his avocational pursuits.

Because such graphic descriptions of workers on the job provide a useful supplement to the more prosaic and statistical occupational descriptions found in books and monographs, we thought that readers would like a list of the articles with dates of publication which they might add to their card file. We gratefully acknowledge Mr. Thruelsen's kindness in supplying us with the following list of articles.—THE EDITORS.

Issue of the "Post"	*Title*	*Description*
April 19, 1941	Transport Pilot	What is the truth about jobs? What are the working conditions and the pay, what training is needed and what possible future?
May 24, 1941	Advertising Agency Executive	Case history of a successful young executive in one of America's largest agencies.
June 14, 1941	Road Driver	A million and a half young Americans earn their living as Road Drivers, piloting America's cross-country freight along the highways. What do they earn? Do they like their jobs? What is their occupational ailment? How can they cross half a continent non-stop?
August 23, 1941	Aeronautical Metalworker	"Give us young men who want to learn," plead the plane makers, "and we'll turn them into skilled metal-workers."
January 24, 1942	Registered Man	He's healer, confessor, neighborhood counsel, and general retail handy man. You call him "Doc" probably and you see him every day of your life in the corner drugstore. But have you ever thought of the skills, the tolerance, and the diplomacy the pharmacist must possess?
March 30, 1946	"Clean and Press, Please"	Morris Lenghel of Philadelphia returns to his home town and goes into the cleaning business.
April 27, 1946	Fill 'er Up.	Norman Mean returned from Service to run a gas station in Florida.
May 25, 1946	Buyer, Be Wary	Elmer Fraass, buyer for Macy's New York department store.
June 22, 1946	Eat and Run	Mel Williams, owner of a drive-in stand, "The Hut," in West Palm Beach, Florida.
July 20, 1946	"All the Livelong Day"	The railroad man's life is typified by John C. Starbuck who began his railroad career as a water boy and is now assistant superintendent of the Chicago district of the Burlington lines.

August 17, 1946	Cow Brutes Are Like People	Clayton Jay Vincent has worked for Fred Gill and Sons, one of the largest cattle outfits in the West, as a cowboy, a ranch foreman, and as general assistant to the Gills in four states.
September 14, 1946	Making Hole	Morris Eugene Hays is a driller for the Rowan Drilling Co. of Fort Worth, Texas.
October 12, 1946	Hens Take No Holiday	The Oster family of Three Bridges, N. J., and their chicken farm.
November 16, 1946	State Cop	Trooper Edwin K. Marlin of Indiana State Police.
December 28, 1946	Sideman With a Horn	Alec Fila plays the trumpet for Elliot Lawrence's band.
February 1, 1947	Postman on Wheels	Ed Nemeth, road clerk for the Railway Mail Service.
March 15, 1947	Slide Rule Man	Bill Swiger, structural engineer for Stone and Webster, worked on the atomic bomb.
April 19, 1947	Mountain Lineman	Harry Wright keeps the power lines open over the Rockies.

Interpreting the Kuder Preference Record in Terms of D.O.T., Part IV

LAURENCE LIPSETT

Vocational Appraiser, Veterans Administration Guidance Center, Rochester Institute of Technology

It is the purpose of this article to show how the results of the Kuder Preference Record may be translated into specific occupations through the use of the *Dictionary of Occupational Titles*, Part IV.[1]

Breaking down the client's interests into nine major fields of activity, the Kuder Preference Record is accompanied by a table[2] listing from 10 to 111 specific jobs under each of the nine headings: Mechanical, Computational, Scientific, Persuasive, Artistic, Literary, Musical, Social Service, and Clerical. In addition, the table lists suitable jobs for each of the combinations of two major interests, such as Mechanical-Scientific, Computational-Clerical, etc. Few counselors would deny that these lists provide helpful suggestions for the youth who is not sure of his vocation. Their arrangement, however, is alphabetical, rather than by level or by job family, and the titles listed do not always agree with those in a standard work, such as the *Dictionary of Occupational Titles*, Part I. The emphasis is heavily upon the professions, which are feasible objectives for only a limited few.

Part IV Stresses Persons

Since the original publication of the Kuder Preference Record, the U. S. Employment Service has developed another counseling tool—Part IV of the *Dictionary of Occupational Titles*,[3] which catalogues fields of work by means of a logical number series up to six digits, corresponding to the number system in Part I and Part II of the *Dictionary*, except for the constant "X" in the second digit position to distinguish the code as an entry occupational classification. The fundamental difference between Part I and Part IV is that the former describes a job and the latter describes a person. The code number 1-X4, for example, describes, "Persons having the qualifications necessary for entry into work involving a variety of clerical tasks. . . ."

Used by public and private employment counselors throughout the country, Part IV of the *Dictionary* is probably the most comprehensive instrument available for translating the capabilities of an individual about to enter the labor market into specific fields of work. Its arrangement, like that of Part I, is by level of the occupation as follows: 0-X, Professional, Technical, and Managerial Work; 1-X, Clerical and Sales Work; 2-X, Service Work; 3-X, Agriculture, Marine, and Forestry Work; 4-X, Mechanical Work; 6-X, Manual Work. As suggested in Part IV, page 158, selection factors such as personal traits, leisure time activities, casual work experience, civilian and military training direct a counselor to one of the primary sections.

The chart at the beginning of each section enables the user to proceed to the next most specific division in three digits, such as 4-X6, Crafts, under the heading, 4-X, Mechanical Work. With subdivisions into four, five, and six digits becoming successively more specific, the counselor may develop the classification to whatever degree appears most appropriate to the circumstances; *e.g.*, 4-X6.2, Structural Crafts; 4-X6.28, Welding and Related; 4-X6.281, Arc Welding. Such an arrangement places in one section a comprehensive list of all closely related jobs. For each code in Part IV there is a list of entry occupations in that field, followed by a list of non-entry occupations. Both may be helpful in present-

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[1] *Dictionary of Occupational Titles, Part IV*. Revised Edition, for sale by Superintendent of Documents, U. S. Government Printing Office, Washington 25, D. C. Price, thirty-five cents. For discussion of the basic use of D.O.T., Part IV, see: (1) Raymond S. Ward, "How to Use Part IV of the Dictionary," Occupations XXII (1943), 39–41; (2) Wm. O. Nichols, "A New Tool for Counseling," *Ibid.*, XXII (1945), 447–450; (3) Ellis P. Torrance, "More About Using Part IV, Dictionary of Occupational Titles" *Ibid.*, XXIV (1946), 208–210.

[2] G. Frederic Kuder, "Revised Manual for the Kuder Preference Record," Science Research Associates, Chicago, 1946.

[3] Carroll L. Shartle, *et al.*, Occupations, XXII (Apr., 1944), "Defining and Classifying 'Entry' Fields of Work."

ing information to the client. At the conclusion of each section the code numbers of "Related Entry Occupations" are also listed. Part IV lists only titles and not job descriptions, but it is a simple matter to consult Part I of the *Dictionary* for further explanations when a title has been selected from Part IV.

Two Good Tools

The Kuder Preference Record and Part IV of the *Dictionary of Occupational Titles* are both valuable counseling tools. In Table I an attempt is made to simplify the articulation of these two instruments by showing the sections of Part IV which list jobs pertinent to each of the Kuder scales, thus broadening the range of considerations and at the same time providing an automatic guide (the first digit of the code) for selecting occupations at a level appropriate to the client's potentialities. The method of constructing the chart shown in Table I was by inspection of the various sections of Part IV and related entry codes to determine the interests involved in each. The pertinent codes were then placed under each of Kuder's nine interest headings.

The listing in the chart of codes ranging from two digits to six digits follows the structure of Part IV. The two-digit code, 4-X, is placed under the Mechanical heading because all the subdivisions of the 4-X group (Mechanical Work) require a mechanical interest in some degree. Under the Computational heading, however, the code, 0-X7.11, Accounting and Related Work, describes a specific and limited field. The computational interest required for accounting is not applicable to most of the other professional, technical, and managerial occupations in the 0-X group, and it is possible to delimit a more specific relationship. The *number* of codes listed under each heading, therefore, is not necessarily indicative of the number of jobs designated.

Table I, unlike the table of interpretation accompanying the Kuder Preference Record, contains no listings for the various combinations of two major fields of interest. But the idea of interest combinations is incorporated in the chart through the relationship between each heading and the first digit of the codes under it. Under the Computational heading, for example, the codes 1-X1 through 1-X5.7 are appropriate to a Computational-Clerical interest combination because 1-X, by definition, designates clerical work. The *Dictionary* arrangement by primary capacities might fail, however, to develop such ingenious suggestions as that of accountant for a musical concern which appears under the Computational-Musical heading in Kuder's table. The combination section of the Table can be particularly helpful regardless of the use made of Part IV.

Table I

Interpretation of the Kuder Preference Record in Terms of the Dictionary of Occupational Titles, Part IV

Mechanical	Computational	Scientific
0-X7.4	0-X6.01	0-X6.03
0-X7.7	0-X7.11	0-X6.04
0-X8.4	0-X7.4	0-X7.0
4-X	0-X7.7	0-X7.3
6-X	1-X1	0-X7.4
	1-X2	2-X1
	1-X4	3-X1.1
	1-X5.0	3-X1.2
	1-X5.7	3-X8.7
		3-X8.85
		3-X9.94
		4-X6.601
		4-X6.641
		6-X2.601
		6-X2.694
Persuasive	**Artistic**	**Literary**
0-X3.5	0-X1	0-X3
0-X4.2	0-X7.7	0-X4
0-X7.12	2-X5.6	1-X2.0
0-X7.15	4-X6.24	1-X2.3
0-X8	4-X6.32	1-X2.9
1-X5	4-X6.33	
	4-X6.34	
	4-X6.35	
	4-X6.50	
	4-X6.651	
	6-X4.23	
	6-X4.24	
	6-X4.33	
	6-X4.34	
	6-X4.35	
	6-X4.60	
Musical	**Social Service**	**Clerical**
0-X2	0-X6	0-X7.1
0-X4	0-X7.02	1-X1
4-X6.309	0-X7.03	1-X2
4-X6.328	0-X7.12	1-X4
4-X6.383	0-X8.10	1-X5.0
	1-X5.0	1-X5.7
	1-X5.7	1-X5.9
	1-X5.9	
	2-X3	
	2-X5	
	6-X6.62	

Several Part IV codes are listed under more than one heading in the chart because it is felt that both interests are essential to satisfactory pursuit of the given occupation. For example, 0-X7.4, Engineering and Related, requires mechanical interest, but it also requires a large amount of calculation involving a computational interest. The field of Mechanical Work (4-X) logically includes the subdivision 4-X6.50, Art Work (Brush, Spray, Pen, Stylus, and Related), but the latter code is listed under the Artistic heading also because an artistic as well as a mechanical interest is necessary for the occupations coded 4-X6.50. Some Part IV codes, on the other hand, are omitted from the chart because they require interests not closely related to any of Kuder's nine fields. The criterion used in placing a code under a particular interest heading is the *necessity* of the interest to *some* of the jobs classified by that code.

An interest inventory such as the Kuder is not sufficiently precise to determine a specific occupation in terms of a five-digit code. But direct questioning in a supplementary interview may assist the individual to crystallize an objective. Suppose that a young man's Kuder Preference Record Profile shows its highest peak in the mechanical field. TABLE I lists under the Mechanical heading five codes: 0-X7.4; 0-X7.7, 0-X8.4; 4-X; 6-X. Let us assume that questions have developed the facts that the youth, having had a course in machine shop, is a high school graduate but lacks the resources and interest for further institutional training. The limited education will probably prevent the counselor from considering 0-X codes (Professional, Technical, and Managerial Work), while high school graduation with some specific training should qualify the client for something at a higher level than the simple manual tasks of the 6-X group (Manual Work). 4-X, then, is the major group desired. The diagram at the beginning of the 4-X section in Part IV leads to Machine Trades, 4-X2, thence to Machining, 4-X2.0. Examination of the latter section shows a further subdivision, 4-X2.01, Metal Machining, which in turn is divided into All-Around Metal Machining, Metal Lathe Work, Metal Milling and Related, Metal Planing, Shaping and Related, Metal Boring, Drilling and Related, and Metal Precison Grinding. Perhaps one of these will be the client's first choice, with one or two of the others as alternatives.

In developing the chart shown in TABLE I, the writer, in spite of considerable exploration, may have omitted some of the Part IV sections coming logically under one of the Kuder headings. Any supplementary suggestions will be appreciated. The attempt has been to provide a handy device for expanding the occupational suggestions accompanying the Kuder Preference Record and translating them into the terms of a standard occupational reference work. Perhaps more important, however, is the substitution of the logically organized job groupings in Part IV for the alphabetical arrangement furnished to counselors with the Kuder Inventory.

Although designed specifically for use with the Kuder Preference Record, the chart (TABLE I) may be used with any interest inventory or as an interviewing aid when no tests or inventories are available. It supplements the charts within Part IV which direct the counselor to the desired occupational groups.

This method of integrating two valuable tools—the Kuder Preference Record and D.O.T., Part IV, may be a real time-saver and should result in more effective counseling.

Before assuming his present duties Mr. Lipsett had been an employment interviewer with USES and an investigator for the U. S. Civil Service Commission in New York City and Rochester. He has published articles in professional journals and he is currently preparing a follow-up study of veterans advised at RIT Veterans Guidance Center.

Editorial Comment

N.V.G.A. Second Directory

MOST PROFESSIONAL organizations, at stated times, take a census of their members. This is done not merely as a numerical count but also as a sort of inventory. The National Vocational Guidance Association has taken a census several times, chiefly to discover the nature of its membership. It has counted the number who were employed in secondary schools, colleges, social agencies, industry, employment agencies, etc.

Until 1942 the membership list was confined to the office of the Executive Secretary. In that year, however, it was decided to issue a directory for public use. This directory, covering 56 pages and containing 3,077 names, was published in the December, 1942 issue of OCCUPATIONS. It was warmly received. Persons within and without the Association who are interested in the nationwide spread of vocational guidance have made frequent use of the directory which served in part as a list of practicing vocational counselors.

The 1942 directory has long been out of date but a new one was not practicable during the war when many members were uprooted from their customary posts, and when paper was scarce. Now that such restrictions have been removed, a new directory has been authorized by the Trustees and it appears in this issue.

An attempt was made to secure not only the name and address of each member but also his professional title and connection. Unfortunately the latter information was not obtained in every instance.

In 1944 the class of membership designated "professional" was created, and the symbol (*) designates the members in this category. The symbol (†) designates the eight persons who hold life membership.

It is gratifying to observe that the membership of the Association here listed—4,097—marks the highest membership on January 1 of any given year. It should also be pointed out that this number does not represent the total number of persons interested in vocational guidance. The subscription list of OCCUPATIONS contained, on January 1, 1947, 7,415 names; but 3,318 are not found in the directory inasmuch as they are not members of the National Vocational Guidance Association.

To conserve space and to achieve uniform terminology, it was necessary to abbreviate long titles. It would be too much to expect that this directory should be without error. For those of strictly typographical nature the editor and staff at headquarters must take the blame, but for those of a factual nature the individual member must bear responsibility for ample notice that the directory would appear was given in the issues of October and November, 1946. We feel sure that members who failed to heed these notices will recognize that we could not make bricks without straw.

It is hoped that the directory will accomplish its purposes and that it will aid in the professionalization of vocational guidance.

One Agency Evaluates Itself

The evaluation of vocational guidance is a topic of perennial interest. One of the latest efforts is described in the *Bulletin of the Retraining and Reemployment Administration*, United States Department of Labor, issued January 30. The agency cited is the Community Advisory Service Center of Bridgeport, Connecticut.

Appraising some of its results in terms of financial benefit to advisees and the community at large, the Bridgeport Center estimates that its 2,000 veteran-clients who have entered institutional training have obtained

educational benefits amounting to ten million dollars.

The Center believes that 50 per cent of the 2,500 individuals taking on-the-job training with 684 employers in 312 different kinds of work would not have been placed without Center assistance. This is believed to have resulted in an additional $1,000,000 accruing yearly to the community through its veterans, who at the same time receive sound occupational training.

Bridgeport veterans have a total of $150,000,000 worth of National Service Life Insurance in force. On the basis of the national average, the total would be only $87,500,000. Thus, Center activities on behalf of G.I. insurance are credited with conservation of $62,500,000.

Bridgeport Center activities are credited also with having reduced the local labor turnover among veterans to less than half of the national average. Estimating the average cost to the employer of hiring and training each new employee at about $40, total yearly savings approximate $100,000.

The Center has assisted in the negotiation of $5,000,000 worth of Government-insured loans, on which local banks receive in interest $200,000, making a total of $5,200,000.

The Center claims direct responsibility for having obtained or recovered in widows' pensions and difficult claims cases a total of $522,000.

Direct Center assistance in applications for terminal leave pay is credited for at least 10 per cent of the estimated $5,000,000 believed to be due to Bridgeport veterans, making the amount that might otherwise have been lost about $500,000.

Center activities are credited also with having reduced the number of veterans on Servicemen's Readjustment Allowance to 1.4 per cent of those eligible. An average weekly reduction in payments of $45,000 is believed to have resulted in a total saving to the community and the Nation of $2,340,000.

Less tangible benefits, such as effects on community pride and veterans' morale, of course, cannot be appraised. These figures, for a city with a population of approximately 150,000, are cited here as an example of the potential cash value of similar services afforded to ex-Servicemen and women throughout the country.

Vocational Counselors in Child-Welfare Agencies

We are advised by the Children's Bureau of the Federal Security Agency that an increase in the number of child welfare agencies is expected. The Congress has recently doubled the amount of federal money available for such services. This money is distributed among the states, all of which maintain child health and welfare programs administered in accordance with plans submitted to and approved by the United States Children's Bureau.

Among the groups to be served are crippled children, tuberculous, cardiac, mental cases, and spastics. The magnitude of the need may be judged from the fact that five out of six counties have no full-time child-welfare worker paid from public funds. Twenty thousand crippled children are waiting for care which heretofore the states have been unable to give. At any one time a half million children have had rheumatic fever or are suffering from its effects.

All these children will need vocational guidance of an intensive nature and the Children's Bureau expects that vocational counselors will be added to the expanding staffs of the local agencies.—H. D. K.

Directory of Membership
National Vocational Guidance Association

Abadie, Wallace F., Supr., N. Y. State Empl. Serv., 531 W. 122 St., New York City 27

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Abbott, Sara D., Couns., Watertown H. S., 45 Revere St., Boston 14, Mass.

Abbott, Wenona, Inst. Nursing Arts, Strong Mem. Hosp., Rochester 7, N. Y.

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The Vocational Guidance Journal

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Association Activities

Reports from Officers, Trustees, Branches, Committees, and Members of N.V.G.A.

The President's Corner

By the time you read this the National Convention at Columbus will be over. Several hundred of you were there and I wish I knew how you evaluated the program! At this time (February 15) we are still doing our best job of guessing on your interests and on the effectiveness of our speakers and leaders. The Program Chairman and the Chairman of Local Arrangements do nine-tenths of the work of a Convention, but there are a lot of ticklish decisions which fall to the lot of a President. Satisfying at least the majority of the membership in the topics selected, deciding between the effectiveness of this speaker versus that, determining the amount of financial obligation that can be incurred in advance of any information as to convention income, keeping lines of relationship clear between various committees, encouraging the discouraged and restraining the ambitious—wouldn't you like to be President?

The President for 1947-1948 has been elected by this time—and whichever of the two nominees has been selected I can assure you of superlative leadership. I've known them both for years and there are few finer and more able men in the country. We may have discussed this in the Delegate Assembly but whatever the outcome there I'm convinced that NVGA should elect its President and its Treasurer for two-year terms. So long as we have one-year terms I'm opposed as a matter of policy to re-election. The burden should be shared—and the honor too. On the other hand, the two wartime Presidents each served two years more or less as a wartime emergency and it worked well. In both offices much depends upon familiarity with the procedures and potentialities of the organization, and the Association "cashes in" during the second year on all that has been learned the first year. If these officers knew from the beginning that they had two years ahead of them they could engage in more long-time planning, an essential to effective leadership.

In addition, since I am always speaking unofficially on this page, allow me to list some other changes that I believe are vital to NVGA:

1. Higher fees, to permit more field work with the Branches and financial subsidy of Committee and Division projects.
2. Two-year terms for President and Treasurer and a regular budget for the Executive Committee to meet at least three times a year.
3. Greater clarity of membership requirements, both general and professional and careful scrutiny of membership applications by the entire Board of Trustees of each local Branch. Many applications should be deferred or refused and it should not be taken for granted that everyone interested will be accepted.
4. A balancing of types of membership in each Branch with about equal representation from schools, business and industry, government and welfare.
5. More service by Branches to its members and to its community through the provision of study classes on professional procedures, surveys of counseling facilities, and job opportunities, leadership in effecting coordination of all community agencies dealing with educational and vocational guidance, etc. The Branch must not depend solely upon monthly programs.

Well I could go on dreaming but my space is up. Until next month.—C. Gilbert Wrenn, *President, NVGA.*

News of Branches

Southern California Branch

Veering away from a regular pattern of meetings, members of the Southern California Branch assembled Thursday evening, February 20, at the Kaiser Steel Mill in Fontana, California, for dinner and a tour of the plant. The tour was preceded by a talk on "Vocational Opportunities in Steel" given by one of the supervisors of the Kaiser Company, in which a genuine interest in the steel industry, good physical condition, some background in chemistry and metallurgy if possible, and a willingness to start at the bottom and learn the business were stressed as desirable for success.

Some 70 members of the group were then given a two-hour glimpse of the major processes involved in producing steel, from the time the ore is received until it is rolled out into steel plate. The Fontana Mill is especially interesting in that it is one of the few "integral" mills in the country which carries on all the processes starting from the raw material stage to the finished product.

Chicago

C. Gilbert Wrenn, NVGA President and Professor of Educational Psychology, University of Minnesota, was the speaker at the dinner meeting, March 3. Dr. Wrenn discussed "Developments in the Field of Counseling."

Western Massachusetts

The need for more trained advisers and more suitable training facilities was stressed by Eben Smith in the panel discussion at the meeting January 15, at Springfield. Mr. Smith is Regional Chief of Advisement and Guidance, V.A., Massachusetts. Other speakers on the panel which discussed Springfield's guidance and personnel programs were Edward Jones, Executive Secretary, Springfield Taxpayers' Association; U. Cleal Cowing, Assistant Guidance Director, Springfield Public Schools; and John L. Steele of Springfield College.

Lansing, Mich.

Warren K. Layton discussed "Guidance and Personnel Developments in Detroit," at the meeting, February 4. Harold Dillon of the National Child Labor Bureau reported on a "Study of Drop-outs in Lansing Public Schools." Dr. Layton also gave a pre-view of the National Convention.

Minneapolis

Robert M. McMurry spoke on "Job Satisfaction and Employee Morale" at the dinner meeting, March 6. Dr. McMurry, who has his own company of personnel consultants, holds degrees in psychology from the University of Chicago and the University of Vienna. He develops personnel and industrial relations programs for business and industrial organizations and has published numerous articles in his field. Members of the American Society for the Advancement of Management and the Twin City Personnel and Sales Managers Associations were also invited to the meeting.

St. Louis

"Vocational Adjustment of the Emotionally Disturbed" was the subject of the meeting held at McMillan Hospital, February 26. The speakers were Dr. George Saslow, Assistant Professor of Psychiatry, Department of Neuro-psychiatry, Washington University School of Medicine; and Fred M. Karches, Director of Industrial Relations, Rice-Stix Company, and President of the Industrial Relations Association of St. Louis. At the meeting January 15, NVGA President C. Gilbert Wrenn stressed the importance of considering a human being as a functioning whole, of preserving his integrity, and of permitting him to develop so that he may be the master of his own destiny.

Omaha

Training Opportunities was the theme of the dinner meeting, February 13, one of a series on meeting the challenge of youth. Panel speakers included: Bernard R. Gyger, Acting Director, Vocational Education, Omaha Public Schools; R. C. Tillotson, Field Representative, Federal Apprentice Training Service; Wallace Keenan, Van Sant School of Business. C. Gilbert Wrenn was the speaker at the meeting January 20.

Mid-Hudson, N. Y.

A dinner meeting at New City was held February 25, when the Branch were guests of the Rockland County group. Among the projects visited was the local V.A. Counseling Center.

Teachers College, Columbia University

A student panel of "Problems of the Vocational Counselor" was the feature of the meeting, February 24. Following the panel, the audience participated in the discussion. At the meeting January 17 the Branch voted a grant of $20 to each of five student delegates to the NVGA Convention, to be held at Columbus, Ohio.

Cincinnati

Harry Voss, Staff Psychologist of Procter & Gamble Company, and Ted Hoffman, Employment Manager, Cincinnati Milling Machine Company, discussed "The Industrial Viewpoint of Testing and Selection" at the meeting, February 25. Moderator was L. R. Frazier, in charge of Personnel Planning, Kroger Grocery & Baking Company.

Northeastern Ohio

The Branch was entertained by the Cleveland Graphite Bronze Company, March 6. The program included a conducted tour, a movie, "Bearings by Graphite," and a cafeteria dinner. At the dinner meeting, January 15, a panel considered educational training opportunities for the high school graduate. Following were the discussants: Dean Ernest L. Anthony, Michigan State College, East Lansing; R. H. Eckelberry, Editor, *Journal of Higher Education*, Ohio State University, Columbus; W. W. Wickenden, President, Case School of Applied Science, Cleveland.

Oregon

Children's problems and how to meet them was the topic at the luncheon and annual meeting held April 7, at Portland. Leona Tyler, Assistant Professor of Psychology, University of Oregon, was the speaker.

Keystone, Penna.

Members were asked to bring samples of tests used in their schools to the meeting in Harrisburg, February 24. Testing was discussed by the following panel: S. C. Hulslander, Chief, Pennsylvania OIGS; Anna O'Toole, Psychologist, Hershey High School; E. U. Balsbaugh, Director of Guidance, Steelton Jr.-Sr. High School; L. Munsen, Head, Guidance Center, Franklin and Marshall College; Richard H. Wanner, Department of Education and Psychology, Dickinson College.

Following a special dinner meeting at Hershey, January 27, the Branch met with the American Legion for a Town Meeting on Juvenile Delinquency, Crime Prevention, and Un-American Activities. Guest speakers were L. V. Boardman, Special Agent of the Philadelphia office of the FBI; and Ralph B. Umstead, Deputy Attorney General of Pennsylvania. A motion picture, "Men of the FBI," was shown. A lively discussion from the floor concluded the program.

Washington

A dinner meeting at the YMCA was held March 13. A symposium on psychiatric facilities in Seattle was held February 27. For this meeting the Branch cooperated with the Seattle Council of Churches and the Washington Society for Mental Hygiene. The speakers were Dr. William Y. Baker and Dr. Ralph M. Stolzheise.

Occupational Trends

In this issue we begin a feature, "Occupational Trends: News Notes from the Occupational Outlook Division." Dr. Seymour Wolfbein, Chief, Occupational Outlook Division, Bureau of Labor Statistics, U. S. Department of Labor, will furnish us a brief abstract of articles in the *Monthly Labor Review* and news notes from other sources, which bear on the work of the vocational counselor. We hope through this service to bring to our readers' attention the mass of first-hand data about current occupational conditions assembled on a large scale, and to give publicity to one of our government agencies that can provide us with accurate sign posts as we try to guide youth through the occupational maze. The first notes appear below.—The Editors.

Employment Opportunities in Aviation Occupations

Duties, Qualifications, Earnings, and Working Conditions. Bulletin No. 8372. $.20.

An analysis of job prospects in aviation, with complete information for each of the important occupations. Answers the basic question: "What are my chances of finding a satisfactory job in aviation?" Includes information on hours of work, earnings, labor organizations, occupational hazards, etc.

This bulletin is part of a regular series prepared by the Occupational Outlook Division of the Bureau of Labor Statistics, and is the first to appear in its new format—large type, double column, illustrated, and specifically designed for vocational guidance.

From the Monthly Labor Review

Employment in Southern Manufactures

Vocational guidance personnel in the South will be interested in this analysis of wartime and postwar developments in factory employment in the southern regions. The article appraises the South's position in the nation's economy, emphasizing particularly the chances for industrial diversification. (Feb. 1947, pp. 305–317.)

Full Employment Patterns, 1950

An evaluation of the factors involved in achieving and maintaining high, stable levels of employment under peacetime conditions. This is the first publication on the new "input-output" technique of analysis developed by the Bureau of Labor Statistics. (Feb. 1947, pp. 163–190.)

From the Women's Bureau

Employment of Women in the Early Postwar Period

A compact bulletin by the Women's Bureau of the Department of Labor giving all the facts and figures bearing on the chief employment problems that face women in the postwar period. Bulletin 211. $.10.

Who's Who and Where

Morris Grumer is the Executive Director of the reorganized Jewish Vocational Service, Essex County, New Jersey.

Pauline V. Weiss, formerly a counselor in the Public Schools, Amityville, L. I., is a counselor and teacher of English, Sacramento Junior College, California.

Verl A. Teeter has been appointed Supervisor of the Special Rehabilitation Unit and Chairman of the Rehabilitation Board, Regional Office, V. A., Los Angeles, California.

Arnold R. Profeta, formerly Acting Director of Guidance, Camden, N. J., and Regional Vice-President, Guidance and Personnel Association of New Jersey, is now Director of Guidance, North Tarrytown, N. Y.

Radio Scripts for You

Radio scripts are available on a series of vocational guidance broadcasts including: Recreation, Radio, Fashions, Social Work, Medical Fields, and Education.

The broadcasts were offered as a service to young people by Pi Lambda Theta, Rho Chapter, an honorary sorority of New York Uni-

versity, over the network of the university, December, 1946, to May, 1947.

The series of six scripts averaging 15 minutes each, may be purchased for a small charge. For information write to Anna May Jones, Chairman, Radio Committee, Pi Lambda Theta, 80 Washington Sq. E., New York University, Washington Square, New York, N. Y.

The scripts are adapted for assembly or classroom use for discussions by two or three persons. Authorities and reliable centers were consulted for the occupational facts and figures contained in these scripts.

N. V. G. A. Officers Elected

The Committee on Nominations and Elections announces the results of the election of national officers for the year, 1947-1948: *President*, Warren K. Layton, Director of Division of Guidance and Placement, Public Schools, Detroit, Mich.; *Vice-President*, George S. Speer, Director, Institute for Psychological Services, Illinois Institute of Technology, Chicago; *Treasurer*, Edward Landy, Director of Guidance, Montclair High School, Monclair, N. J.; Trustees (1947-1950), H. B. McDaniel, Associate Professor of Education, Stanford University, Calif.; Helen R. Smith, Director, Vocational Advisory Service, New York City.

According to the NVGA Constitution these officers will officially assume their new duties at the beginning of the fiscal year, July 1, 1947.—LESTER J. SCHLOERB, *Chairman*.

For Teachers of Hard of Hearing

The American Hearing Society, as trustee for the Kenfield Memorial Fund, offers a scholarship of $100 for prospective teachers of lip reading. Application must be filed between April 1 and June 1, 1947. For information, write Miss Rose V. Feilbach, 2431 14th Street, N.W., Washington 9, D. C.

York's Cooperative Program

How many boys work in jobs for which they were trained in our cooperative industrial course? Both educators and employers in York, Pennsylvania, were interested in the answer to this question. For more than 20 years a cooperative program has been operating in William Penn Senior High School. F. A. R. Hoffeditz, Director of Vocational Education, York Public Schools, reports on a follow-up of a total of 1,123 graduates, made in 1944–1945. Cards are addressed to the graduates near the time of their birthdays and carry also birthday greetings. On return postal cards this information is requested: "For whom do you work, where, what is your job?" Replies were received from 79 per cent of the graduates.

The following statistics are based on the 1944–1945 questionnaire:

	War Year 1944–1945, %	*Pre-War Year 1939–1940*, %
Number in the city	59	74
Number in city whose job is consonant with their training	46	59
Number out of the city but not in Service	16	18
Number in Armed Forces	28	..
Number out of the city whose job is consonant with their training	13	13

Since the figures show that a total of 59 per cent (72 per cent in the pre-war year) had jobs related to their training, the Cooperative Industrial program seems to be of value and efforts have been made to expand facilities for training high school boys for local industries.

Footnotes

For Servicemen considering law as a career Harvard Law School has offered a reading list of non-professional books. Designed primarily to whet the appetite of a potential attorney, the list of 90 titles includes such varied titles as Benet's *The Devil and Daniel Webster;* Train's *Tutt and Mr. Tutt;* Dickens' *Pickwick Papers*, and Bowen's *Yankee from Olympus*. The list is sent free on request of any Serviceman who writes to Harvard Law School, Cambridge.

Nearly a thousand job seekers, most of them veterans, have sought jobs in Wall Street, with the aid of the Association of Stock Exchange Firms which launched a veterans' placement program, October, 1945. G.I. applicants for on-the-job training are eligible to the standard subsistence allowance. The Association has placed several hundred men in brokerage jobs in New York and other cities. There are openings reported for men of high type. The veterans' interviewer finds the men willing to start at the bottom if there is reasonable chance for advancement. Since V-J Day many veterans formerly employed in Wall Street have returned to their old jobs. Not since the 1920's have so many young men turned to Wall Street for a career.

Henry Beaumont

Henry Beaumont, Professor of Psychology and Director, Bureau of Industrial Psychology, died February 21, 1947. During the war he served in the office of the Adjutant General, with the rank of major. He had been for many years widely known in the field of personnel. Born at The Hague, the Netherlands, he attended the University of Leyden, took his undergraduate degree at Stanford University and his doctorate at the University of Vienna. Before entering the profession of teaching he had engaged in business in London, Vancouver, Montreal, and New York City. He had conducted tours of American students to Vienna and was summer school director of education at the University of Vienna.

Charles S. Slocombe

We note with regret the death of Charles S. Slocombe, Editor of the *Personnel Journal*. Its February issue gives a résumé of Dr. Slocombe's career. His cosmopolitan background and wealth of experience made him particularly well equipped for his post as Editor. Under his direction the *Journal* evolved from a "research publication to a forum for a wide range of ideas more directly related to industry's daily problems in human relations." Like OCCUPATIONS, the *Personnel Journal* is celebrating its twenty-fifth anniversary. Acting Editor is Edward N. Hay.

Born in England, Dr. Slocombe was educated in New Zealand. He received his undergraduate degree from Canterbury College, Christ Church, N. Z., and his Ph.D. from the University of London. His teaching experience ranged from New Zealand and West Africa to Hunter College and Columbia University, New York City. He served as Safety Adviser to the Boston Elevated Railroad and then assumed the editorship of the *Personnel Journal*.

Coming—**MAY OCCUPATIONS**

Special Convention Issue

Books Reviewed

Reviews of Recent Publications . . . By Various Contributors

HUMAN FACTORS IN MANAGEMENT. By Schuyler Dean Hoslett. Park College Press, Parkville, Mo., 1946. Pp. 322. $4.00.

Schuyler Dean Hoslett has brought together in *Human Factors in Management* much valuable material bearing on the intangibles of relationships of people in industry. I have the feeling, however, that there was an attempt to include too many different aspects of the field in one package. Parts I, II, and III might each have been a volume exploring its field further and providing the unity which seems to have been lost in flying from Mr. Barnard to Gordon Allport. If, however, it is to be considered an introduction for executives, suggesting to them the varied implications of the problem, it has served its purpose. Certainly all thoughtful administrators in industry will profit from reflection on the subjects which this volume introduces.

Ordway Tead discusses the pathological and worth-while aspects of will to power, to set the stage for consideration of the section, "The Nature and Conditions of Leadership." He warns against the ruthlessness of leadership which comes from emotional instability and indicates that the successful executive or administrator must develop an awareness of the reactions of others which is the first step to understanding them.

Chester I. Barnard describes the "Nature of Leadership" from an experience of many years as an administrator and executive. He finds leadership impossible to define and difficult to understand but a subject which shouldn't be avoided because of the complexity of its functions. He states that conditions and followers are as responsible for the leader as his personal qualities, all three being equally necessary to the development of leadership. In outlining the qualities of leadership he rates the non-intellectual attributes in importance above the intellectual attributes. He leaves one somewhat confused, however, in implying that such qualities as decisiveness, persuasiveness, and responsibility have no intellectual aspects. Mr. Barnard emphasizes the importance for leaders to establish goals which may not be realized in their generation.

Douglas McGregor limits his discussion to the actions of "supervisors as they affect subordinates in their striving to satisfy their needs." He states that the success of the dependent relationship of the subordinate upon the superior is based on (1) the necessity for security in work, and (2) the necessity of self-realization. An atmosphere of approval, knowledge of what is expected of him, and consistent discipline are the factors contributing to the worker's security while opportunity to participate, responsibility, and the right of appeal are the conditions which aid the worker in realizing his potentialities.

Fritz J. Roethlisberger underlines the difficulties of the foreman's situation, rightly ascribing the major responsibility to management's lack of attention to this problem. He might well have said, however, that during the war the foreman was caught between an aggressive rank and file union on one side which attacked the foreman as the most available representative of management, and a group of staff specialists on the other side who, in the opinion of the foreman, had robbed him of many of his prerogatives. Also, during the war, the foreman was not the only member of management to be by-passed. Without exception every level of management felt that the freedom to carry on his job had been taken from him. Dr. Roethlisberger warns of the danger of this situation if allowed to persist. It is encouraging to see that many firms are taking steps to improve the conditions affecting this important group.

In the section on "Training Leaders in Human Relations," Goldsen and Low report a case study showing a lack of understanding of human relations and John R. P. French describes role-playing methods of training leaders.

In the same section H. Meltzer relates an interesting project in which the clinical approach was used to persuade a group of key men in an industrial organization to face their personality weaknesses, overcome their frustrations, and work cooperatively with the rest of the organization.

In Part II, "The Worker and the Organization," Robert N. McMurry divides sources of worker dissatisfaction into (1) personality difficulties of worker independent of the job, (2) unfavorable personalities of policy-making executives, (3) ineptness of supervisory members in handling of people, and (4) pressure on the worker at the bottom of the scale.

Mr. McMurry disagrees with Roethlisberger in discussing the role of supervision. Whereas Roethlisberger finds the foreman separated from management, McMurry regards him as management itself. This points up the complexity of the foreman's problem and the difference in points of view.

In these days of jurisdictional labor union disputes and complex post-war conditions, one wonders if Mr. McMurry can defend his statement that without exception those companies with serious labor troubles have been remiss in handling their people.

George C. Homans tells the story of the Western Electric studies showing in two experiments how one group increased production when they received full information beforehand of changes affecting the status of their group. The other group without such information controlled production in an effort to protect the group from some vaguely felt apprehension of management's moves. He concludes that changes in the technical organization are made with no consideration of the codes of the informal social organization resulting in frustration of the workers with consequent loss of production.

Dr. Hoslett has selected the chapter "Motives for Union Membership" by Clinton S. Golden and Harold H. Ruttenberg from their familiar book *The Dynamics of Industrial Democracy* to be included in this section. My colleagues who have gained respect for Mr. Golden's viewpoint in negotiating across the table from him hope he will continue writing. His retirement from active participation in the labor movement should give his writings an objectivity which should

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be profitable to both labor and management.

In the section on the "Content and Organization of In-Plant Information and Counseling Service," Margaret Barron, W. J. Dickson, and Dr. Hoslett contribute to an understanding of the counseling function in industry. Miss Barron describes the services offered to employees in the Federal Service. W. J. Dickson emphasizes the release from tensions enjoyed by employees as a result of participating in the non-directed interview. The counselor, through this listening technique, aids the worker to re-examine "the ideas, beliefs, and fantasies he has built up in his mind." Dr. Hoslett indicates the importance for the supervisor to learn counseling techniques as a tool leading to better handling of workers and a more efficiently administered department.

In the final section "Critiques for Students," Gordon Allport, Eliot Chapple, Conrad Arensberg, and Arthur Kornhauser summarize studies from psychology, sociology, and anthropology bearing on this entire field of human relations in management.—Otis C. McCreery, *Director of Training, Aluminum Company of America, Pittsburgh, Pa.*

THE ROLE OF THE TEACHER IN PERSONNEL WORK. By Ruth Strang. New York, Teachers College Bureau of Publications, Columbia University, Revised, 1946. Pp. 497. $3.75.

The earlier edition of this book orients the reader to the field of guidance. It develops definitions of goals, presents historical perspective, and gives information about the areas in which guidance applies and the techniques to be used in student personnel work. While the revised edition retains much of the philosophy and fundamental concepts and principles of the earlier edition, this edition places more emphasis on suggestions of methods for carrying on the day-by-day activities of student personnel work.

The book opens with illustrations of students' needs for guidance. A problem is presented and the method of handling it, with techniques that should have been used for more effective results. The author recognizes the increased emphasis on the role of the teacher as counselor in today's programs. Personnel practices in operation in various sections of the country are discussed. Examples illustrate the contribution of the administrator, the teacher, and the specialist.

Part II deals with the roles of the teacher. It builds on information in the earlier edition concerned with student adjustments and mental hygiene. The opportunities in school subjects are illustrated by examples. The chapters on the homeroom and student activities contain suggestions for programs and group work.

Part III deals with techniques and ways of improving them. The technique is defined, situations for its use suggested, procedures given, and values and limitations indicated. This section is more specific than in the earlier edition, offering more examples. Beginning with the technique of observation and rating which is basic to counseling, and including psychological tests, this section is revised and enlarged. The new edition considers also the more recent developments, the projective methods. It supplements the earlier edition by giving examples of interviews, a discussion of procedures, and a revised scale for rating interviews.

The revised edition makes a more useful handbook than the earlier book. The rearrangement of material, the revised headings which facilitate quick reference, the references and bibliography accompanying each

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section, the more legible type—all combine to make it more interesting, more usable, more stimulating. It is an excellent book which everyone in the field of student personnel should have.—MARGUERITE STUEHRK, *Counselor, Hadley Technical High School, St. Louis, Mo.*

LEISURE TIME EDUCATION. By Anna May Jones. New York, Harper & Brothers, 1946. Pp. 235. $2.75.

This handbook of creative activities is one of the all too few realistic and constructive guides which has been presented in this field for the use of teachers and group leaders. It not only offers concrete suggestions for developing leisure time activities for after-school hours, but it also explains clearly how the teacher can interpret leisure time through the regular subjects of the curriculum. One of the finest phases of the book is the emphasis on the cooperation and joint planning of teachers and community group leaders in the guidance of youth in their selection and pursuit of leisure time activities.

The fact that the author herself has had years of first-hand experience in the guidance of boys and girls, both in the school and outside, has made this guide book down-to-earth stuff. Problems are frankly and intelligently presented, specific information is given simply, and essential methods are discussed with teachers and group leaders who are interested in the development of leisure time opportunities, as well as in the guidance of boys and girls in their selection and enjoyment of these activities. Selected bibliography at the end of each chapter and the classified bibliography with annotations at the end of the book, make it an invaluable reference guide. The research and study of leisure time activities, and their development and interrelation with the school, home, and community that has gone into the writing of this book makes it very useful as a resource for those persons responsible for the leadership of boys and girls.

Comparatively little has been done in the area of training youth in the intelligent use of leisure time. Increasingly, as industry becomes more highly developed, there will be extended hours of leisure, as well as a wider variety of ways in which to spend that time. Many more commercial opportunities will be offered, thus making the choice not only broader, but more difficult. Without the development of self-direction and education in the wise use of leisure, many of our youth will grow into adulthood incapable of the enjoyment of the full freedom which comes through the worthy use of leisure.

The author aptly quotes John Dewey here—"Boys and girls need to be instructed so that they can discriminate between the enjoyments that enrich and enlarge their lives and those which degrade and dissipate."

The seven chapter headings indicate the scope of the book: Outlines for Discussion and Participation in Activities, Leisure Time Education through the Curriculum, Hobbies and Talents, The Creative School after 3 o'clock, Coordination of Lesiure Time Education with the Community, Leisure Time Guidance, Administering Leisure Time Education Functions.

Of particular significance to one outside the public school system are the chapters on: The Creative School after 3 o'clock, Coordination of Leisure Time Education with the Community, and Leisure Time Guidance. Here the author reveals her awareness of the individual needs of children and youth in their after-school hours, and her knowledge of the available opportunities for play and recreation. She has thoroughly explored these activities from the standpoint of value in character development, quality of leadership involved, and the purpose underlying each program.

Her understanding of the psychology of childhood and adolescence has made her evaluation of these activities doubly valuable, and her suggestions relative to the youth's social and psychological adjustment very realistic.

Perhaps the keystone of the book is chapter 6, Leisure Time Guidance. Here the author points out that individual guidance should follow any group work done in leisure time education. She emphasizes the importance of the individual counseling of parents, as well as of students in any leisure time education program.

Here the author introduces the "vulnerable student" and the importance of handling him in an extremely skilful manner. This "vulnerable student" is one with social behavior difficulties which may become serious if not understood and carefully watched. The counselor can assist him by guiding him into leisure time activities which meet his adjustment needs. Knowledge of case work and techniques is essential in this phase of

guidance for upon the skill of the interviewer depends the success or failure of the interview.

The author points out that any attempt to redirect the energies of "vulnerable youth" requires a genuinely friendly attitude such as professional case workers are trained to use. Each case requires different treatment. The "vulnerable" youth who has learned to adjust through expression in creative activities, made possible in his leisure time, may sidestep juvenile delinquency.

Because this book is the natural outgrowth of years of service to boys and girls who needed assistance in the selection, pursuit, and enjoyment of their leisure time activities, the author has succeeded in a remarkable degree in passing on to those interested in youth, some constructive methods and practical materials for their guidance. She has done this in a clear, concise, and simple manner worthy of a guide book.—HELEN E. OLSON, *State Supervisor, Counseling & Selective Placement, Kansas State Employment Service.*

EXECUTIVE ABILITY, ITS DISCOVERY AND DEVELOPMENT. By Glen U. Cleeton and Charles W. Mason. Yellow Springs, Ohio, Antioch Press, 1946. Pp. 540. $4.50.

This revised and enlarged edition of the 1934 book will be welcomed by individuals in diverse positions. The information presented on a broad range of topics deals with problems confronting those who are executives, those who aspire to be executives, those who must select and promote men, and those who are training and guiding men to assume greater responsibility. In preparing various sections of the book the authors have tried to answer questions which are frequently asked by young men who wish to make the most of their abilities and by persons whose work requires knowledge of executive functions, such as vocational counselors, personnel officers, and supervisors of employee training courses.

Teachers of applied psychology, business administration, and industrial management will find the book useful as a basic text. Teachers and counselors concerned with guidance will find it a handy reference volume with one chapter "Hints to Prospective Executives" devoted entirely to the guidance of young men. The terminology is popular and the style is readable. The material is based on an examination of experimental evidence, past and present practice, economic theory, psychological principles, and tenents of social philosophy as they apply to the executive problem. From the study of these sources, practical procedures for use in the selection of men for executive positions, training methods to be used in grooming men for executive functions, and plans for self-development have been formulated. Although the authors define an executive in the broadest of terms as "An executive is a person who is responsible for the efforts of others, makes decisions on questions both as to policy and practice and exercises authority in seeing that decisions are carried out," their approach appears to be directed to the executive in business and industry.

This volume is about three times as large as the first edition. In addition to expanding each of the previous chapters new chapters have been added which reflect the development of additional techniques and the new emphasis upon the social importance of the executive function. The new chapters are: "Tests of Executive Ability, Executive Control of Personnel, Policies and Principles, and the Executive in a Democracy."

A chapter is devoted to each of the following aspects of executive ability: functions, qualities, rating qualities, measurement of traits, tests of ability, prediction of success, development of ability, training, hints to prospective executives, attitudes and emotional nature, the executive as coordinator, and modern executive technique. The check lists provided will be of interest to those who find self-analysis valuable.

It is a sound, thorough treatment such as we would expect from authors that have been pre-eminent in the application of psychology to practical problems for the last two decades. Any criticism of the book would be concerned with very minor matters. For example, it is recommended that "Ratings should be discussed with the ratee, preferably by a third party." No basis for this recommendation is mentioned. Permitting third parties to intervene between supervisor and supervised is, in most instances, an expedience to avoid training supervisors in the handling of human relation problems. Furthermore, little or no mention is made of the likelihood that there will be a negative reaction to the introduction of either tests or ratings. Our current executives have not been reared in a tradition which results in positive reactions to attempts to evaluate their ability.

(Please turn to page 476)

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Some readers may also be puzzled by the long discussion of exploitation and free enterprise in the chapter on "The Executive as a Coordinator." Certainly the principles of coordination that are suggested are concerned with coordination of internal factors and have little relationship to the coordination of factors within the entire economy. The discussion of exploitation more logically belongs in the final chapter on the "Executive in Democracy." One obvious omission that women will note is the lack of any mention of women in the role of the executive. Whether intentional or not the book seems to have overlooked the possibility that women may become executives.

These minor considerations do not detract from an otherwise very commendable book that will likely enjoy even greater popularity than did its predecessor.—WALTER R. MAHLER, *New York City*.

Publications Received

Air Transportation, Locomotive Engineman, Medical Social Work, Peace Agencies, Photoengraving, Recreation. Occupational Index, Washington Square, New York University, New York 3. Pp. 6. $.25 each.

Each abstract gives the nature of the work, qualifications, preparation and training needed, opportunity for advancement, earnings, sources of further information. New publications between February and December 1946.

Advertising, Beauty Culture, Blacksmith, Bricklayer, Dental Hygiene, Dental Technician, Dentist, Electric Lineman, Electrician, Machinist, Milliner, Pharmacy. Occupational Index, Washington Square, New York University, New York 3. Pp. 6. $.25 each.

Revised during 1946, each abstract covers the nature of the work, qualifications, preparation and training needed, opportunity for advancement, earnings, and sources of futher information.

Books for Veterans Guidance. Public Affairs Book Service, 2153 Florida Ave., Washington 8, D. C., 1946. Pp. 24. Paper. $.10. Limited quantity, free.

Classified list of books, annotated. Includes books on problems and opportunities for veterans. Books may be ordered from this list if money order or check is sent.

Annual Digest of State and Federal Labor Legislation. Division of Labor Standards, U. S. Department of Labor, Washington, D. C. Superintendent of Documents, Government Printing Office. Pp. 32. $0.15.

Useful for reference to discover what happened in the several states during 1946.

Spotlight on Gary. National Urban League, 1133 Broadway, New York, 1946. Available at cost.

The story of race relations in Gary, Indiana, told vividly in verse and pictures. Gary was one of five cities served by the League's Community Relations Project on funds granted by the General Education Board, with the cooperation of 14 social work agencies.

A Study on Practical Democracy. Committee for Practical Democracy, Public Schools, Atlantic City, New Jersey.

"Job placement often functions for white students only" was one of the comments returned on the questionnaire sent to Atlantic City teachers and administrators to determine the status of intergroup relations in the community. This report covers three years' effort to deal constructively with this problem. There is an excellent bibliography. This attractively illustrated booklet would be very helpful to other school systems wishing to initiate a similar project.

Spingarn, Jerome H. *Radio Is Yours.* Public Affairs Pamphlet No. 121. 30 Rockefeller Plaza, New York 20. Pp. 32. $.10.

If vocational counselors feel that radio could better serve their communities, they might well study this pamphlet and organize a radio council like that in Winston-Salem, N. C.

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